

EVALUATING THE SERVICE QUALITY OF BNI MANADO AUTOMATED TELLER MACHINE (ATM) USING IMPORTANCE AND PERFORMANCE ANALYSIS (IPA)

EVALUASI KUALITAS LAYANAN ANJUNGAN TUNAI MANDIRI (ATM) BNI MANADO MENGGUNAKAN ANALISA TINGKAT KEPENTINGAN DAN KINERJA

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Abstract: One of the innovation from bank industry is Automated Teller Machine (ATM). With the increasing number of customer using the facilities of ATM, the service quality of ATM should be improve. This research is conducted in order to analyze the importance of service quality and how is the performance of the service quality of BNI Manado ATM using Importance and Performance Analysis. There are 50 users of BNI ATM Manado taken as the sample of this research by using purposive sampling./Result of this research reveals that the behavior of the ATM staffs is the only attributes that is very important and the performance level is also high while others attributes have high importance but low performance, low importance but high performance and low importance along with low performance. From that result, the researcher suggests that the management of BNI Manado should allocating and focusing the resources of unimportant attributes to the more important attributes.

Keywords: *service quality, importance and performance analysis, bank*

Abstrak: Salah satu inovasi dari industri bank adalah Anjungan Tunai Mandiri (ATM). dengan bertambahnya jumlah nasabah yang menggunakan fasilitas ATM, kualitas layanan ATM juga harusnya meningkat. Penelitian ini bertujuan untuk menganalisa seberapa penting kualitas layanan dan bagaimana performa dari kualitas layanan ATM BNI Manado dengan menggunakan Analisis Tingkat Kepentingan dan Kinerja. 50 orang diambil yang menggunakan ATM BNI di Manado diambil sebagai sampel dengan menggunakan teknik purposive sampling. Hasil penelitian menunjukkan bahwa sikap dari staf ATM adalah satu satunya atribut yang sangat penting dan juga kinerja perusahaan tinggi, sedangkan atribut yang lain ada yang sangat penting tetapi kinerjanya rendah, tidak penting tetapi kinerjanya tinggi, dan tidak penting dan juga kinerjanya rendah. Dari hasil itu, peneliti menyarankan manajemen BNI Manado untuk lebih fokus dan mengalokasikan sumber daya dari atribut yang tidak penting ke atribut yang lebih penting.

Kata kunci: *kualitas layanan, analisis tingkat kepentingan dan kinerja, bank*

INTRODUCTION

Research Background

Bank has become one of the most popular financial services to the society. There are so many transactions that involve bank as a media to help people to manage their financial need. Banking industry is one type of industry that is still growing. Along with its growing, the banking industry also has a high competition and this high competition push banks to always innovate. One of the biggest innovations of banking sector that helps make the services become more effective and efficient is ATM. The customers can come to the ATM to transfer, withdraw, inquiries, etc instead of going to the office.

The increasing use of ATM makes the customers more aware to the service provided by the ATM. Customers not only use the ATM but also start to notice and pay attention to the service quality of the ATM. The customer always wants the best service even in using the ATM. Service quality plays an important role in attracting the customers. Not only attracting but service quality also has significant relationship with customer satisfaction (Rompas, 2016). The customers will see and evaluate the quality of service that they get. If the customer is satisfied with the service then there is a good chance for the customers to become loyal customers.

BNI Wilayah Manado (WMO) covers the area of 4 provinces which are, Sulawesi Utara, Gorontalo, Sulawesi Tengah, and Maluku Utara. In these 4 provinces, there is only 1 BNI main branch which is BNI KCU Manado while the other branches are second and third class branches. Recently there is quite a significant increase of the amount of ATM in BNI Manado. This shows how BNI sees the ATM as an important key to help serve the customers. Of course the amount of ATM is not the only thing that is important but there is also a real improvement in BNI ATM quality of service.

Research Objective

The objective of this research is to analyze the service quality of ATM under BNI Manado by using Importance Performance Analysis (IPA).

LITERATURE REVIEW

Marketing

Kotler and Armstrong (2012:29) define marketing is the process by which companies create value for customers and build strong relationship in order to capture value from customer in return. It uses communicating, distribution, and pricing strategies to provide customers and other stake holders with the good, services, ideas, values, and benefits they desire when and where they want them. Marketing is the process of communicating the value of product or service to customer, for the purpose of selling the product or service. Marketing defined by Kotler and Keller (2012: pp.27) is about identifying and meeting human and social needs. One of the shortest good definitions of marketing is "meeting needs profitably." It can be concluded that, marketing is the activity of an institution or company in creating, and sell, and promoting products either it goods or services produced by the institution or company to people

Service Quality

Quality of service is an expected level of excellence and control of excellence to meet customer desires (Tjiptono, 2007: 22). Quality of service is affected by two things: the services perceived (perceived service) and services expected (expected service). Furthermore Tjiptono, (2007: 22) says that, if the service received or perceived (perceived service) in line with expectations, the quality of service perceived good and satisfactory, but if it exceeds customer expectations then become an ideal service quality

Service Quality Dimension

Required quality in the provision of products or services to customers. Service quality is services that can cause consumers to feel satisfied. Tjiptono (2012: 75) has filed five dimensions of service quality, namely:

1. Tangible (Physical evidence), associated with physical attractiveness facilities, equipment, and materials used by companies, as well as employee performance.
2. Reliability, related to the company's ability to provide services right from the beginning without making mistakes and to complete tasks according to agreed time.
3. Responsiveness, associated with the willingness and ability of employees to help customers by responding to their requests. Employees are also informed when the service will be provided and then provide appropriate services.
4. Assurance, employee's attitude is able to inspire trust of customers thus company can create a sense of security to its customers. Guarantee also means that employees are always very polite, mastering the knowledge and skills needed to deal with any questions or concerns customers.
5. Empathy, it means the company understands its customers and act on behalf of customers. The company also provides personal attention to customers and has convenient operating hours.

Importance Performance Analysis

This technique was first proposed by Martilla and James in 1977 in their article "Importance-Performance Analysis", published in the Journal of Marketing. Slack (1991) presented an IPA model that considered a relationship between importance and performance and theorized that target levels of performance for particular product attributes should be proportional to the importance of those attributes. The data are then mapped into four quadrants (Martilla & James, 1997:79) as depicted in Figure 1.

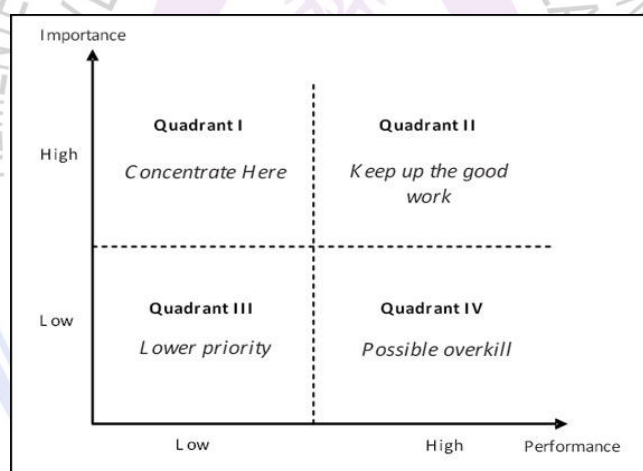


Figure 1. Importance Performance Analysis Matrix

Source: Martilla and James, Importance and Performance Analysis

The interpretation of these quadrants is as follows :

- a. Priority (Concentrate Here)**
In this quadrant there are factors that are considered important and or expected consumer but not satisfactory performance of the company which assessed that the companies need to concentrate to allocate its resources to improve the performance of the entry in this quadrant.
- b. Maintain Achievement (Keep Up The Good Work)**
At this quadrant there are factors that are considered important and an expected as a factor supporting consumer satisfaction so that the companies are required to maintain the achievements of the performance.
- c. Low Priority**
At this quadrant there are factors that are considered to have the level of perception or the actual performance is low and not too important or less expected by consumers so that companies do not need to prioritize or give more attention to these factors.

d. Excessive (Possible Overkill)

At this quadrant there are factors that are considered too important and not very expected by the customer so that the companies better allocate resources related to the factor to another factor which further has a higher priority level.

ATM

Recent advances in technology have created a surge in “technology-based self-service” (Dabholkar, Bobbit, Lee, 2003: 56). According to Nana Yaw Asabere *et al.*, (2012) “Automated Teller Machine (ATM) is a computerized machine that provides the customers of banks the facility of accessing their accounts for dispensing cash and to carry out other financial transactions without the need of actually visiting a Bank Branch.” The ATM cards/debit cards that usually permit cash withdrawal can be used at a Bank’s ATM for various transactions. This technology-based self-service also applied by the banking sector. One of its biggest applications is in the use of the Automated Teller Machine (ATM).

Previous Research

Akinmayowa and Ogbeide (2014) Automated Teller Machine Service Quality and Customer Satisfaction in the Nigeria Banking Sector. This RESEARCH investigates about the dimensions of the ATM service quality and how it affects the customer’s satisfaction. The method used to gather data and information in this research is by developing questionnaire. The questionnaire measures 5 dimensions that affect ATM service quality which are convenience, efficient operation, security and privacy, reliability and responsiveness.. The result of this journal recommends that the banks need to constantly pay attention and to update their ATM service quality dimension in order to keep the customer satisfaction level and customer’s retention.

Asabere, Baah *et al.*, (2012) Measuring Standards and Service Quality of Automated Teller Machines (ATMs) in the Banking Industry of Ghana. This article measures the standard and service quality of Bank’s ATM in Ghana. The method to gather data and information in this research is by using an interview with IT officers of the case study Banks and by developing questionnaires to the customers of the Banks. The result of this research shows that the Banks need to improve and monitor their ATM in order to ensure the customers to always get the best service and in turn to increase the customer’s satisfaction and customer’s retention.

Al-Hawari, Hartley, Ward (2005) Measuring Banks Automated Service Quality: A Confirmatory Factor Analysis Approach. This research used a survey to validate the factors of bank automated service quality. The data from the survey then analyze by using Confirmatory Factor Analysis (CFA). The result of the study shows that all of the proposed 5 factors have a strong correlation and connection with the automated service quality and thus it can be used as a way to measure the automated service quality of bank.

Idris (2014) Customer Satisfaction of Automated Teller Machine (ATM) based on Service Quality. This research investigates the perceived customer’s satisfaction toward the introduction of Automated Teller Machine (ATM). There are 3 variables used in this research which are ease of use, accessibility and security. Questionnaire was the main instrument used for data collection at this research.. The result indicates that high number of respondents are satisfied with type of ATMs that they use both in term of their operation and access while the security of the ATM receive negative responses from the respondents. This shows that out of 3 variables in this research (ease of use, accessibility and security), security become the only thing that the customer is not satisfied and needs improvement.

RESEARCH METHOD

Type of Research

This research is the descriptive study with a quantitative approach. Descriptive in this study means that the researcher tries to describe and explain about the service quality of BNI Manado ATM using Importance Performance Analysis (IPA).

Place and Time of Research

This research is conducted in Manado and the time of research is for about four months (March until July) 2016.

Population and Sample

Population

Population is all members of a defined group that possess some common characteristics defined by the sampling criteria established by the researcher. The population in this research is all the users of BNI Manado ATM.

Sample

Sample is defined as a part of the population. Samples should be representatives or represented in order to obtain accurate results. The sampling method in this research is purposive sampling. The sample of this research is 50 people who use BNI Manado ATM.

Data Collection Method

Primary data is the data obtained directly from the original source, specifically the primary data collected by the researcher to answer the research questions. The primary data of this study are taken from the results of questionnaires. The data are obtained from the company through documents, books, journals, articles, and relevant literatures from library and internet and are fully processed.

Data Analysis Method

Validity Test

An instrument to be used in research must be able to measure or disclose the data of the variables studied. This can be determined by the validity test to determine the validity of an instrument. To test the validity of the measuring instrument, the first price calculated by the formula product moment correlation, namely :

$$r = \frac{N(\sum X_i Y_i) - (\sum X_i)(\sum Y_i)}{\sqrt{[N \cdot \sum X_i^2 - (\sum X_i)^2][N \cdot \sum Y_i^2 - (\sum Y_i)^2]}}$$

Reliability Test

Reliability addressed the issue of accuracy of measuring instruments. This accuracy can be assessed by statistical analysis to determine the measurement error or the wrong measure. An instrument said to be reliable if the instrument is quite reliable as a means of measuring data. Reliability test in this study using Cronbach's Alpha formula. The Cronbach's Alpha formula is as follows :

$$r_{11} = \left[\frac{k}{(k-1)} \right] \left[1 - \frac{\sum \sigma_b^2}{\sigma_t^2} \right]$$

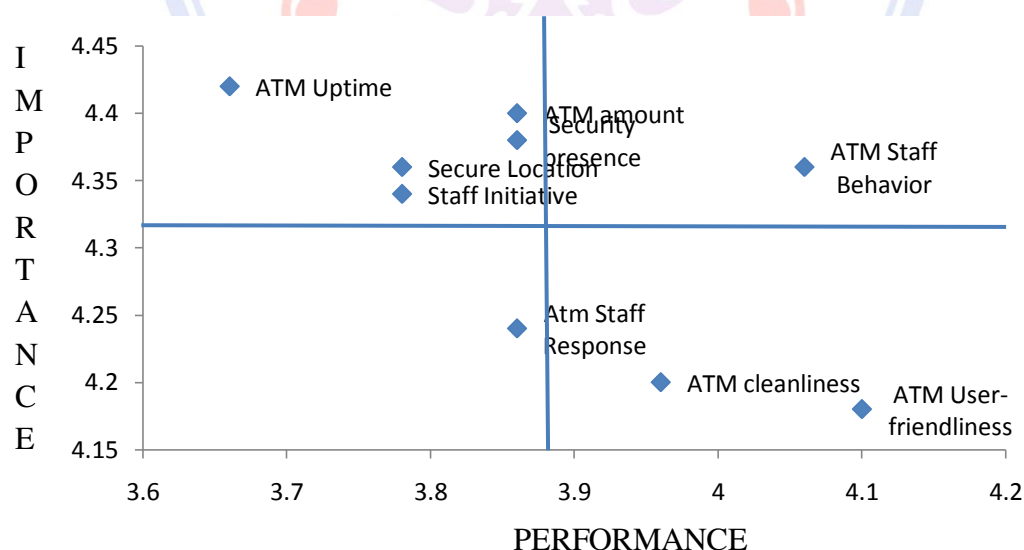
RESULT AND DISCUSSION**Result**

By comparing correlation index in Pearson Product Moment Correlation Coefficient to test the validity of variables, with significance level of 5% it can be seen valid or not a research instrument. The correlation index is 0.558 and the significance level IS 0.00. Therefore the data is considered valid. Reliability analysis was using the Alpha Cronbach Analysis. Alpha Cronbach in this research is 0.875 which is above the acceptance limit of 0.6; therefore the research instrument is reliable.

Result of Importance and Performance Analysis**Table 1. Attributes, Importance Mean, Performance Mean, Quadrant**

Service Quality Attributes	Importance Mean	Performance Mean	Quadrant
Amount of ATM	4.4	3.86	I
Cleanliness of ATM	4.2	3.96	IV
The uptime of ATM	4.42	3.66	I
The user friendliness of the ATM interface	4.18	4.1	IV
The initiatives to help from the staff	4.34	3.78	I
Staff response on customer problem	4.24	3.86	III
The secure location of ATM	4.36	3.78	I
The presence of security guarding ATM that located in risky places	4.38	3.86	I
The behavior of ATM staff toward customer	4.36	4.06	II
AVERAGE	4.32	3.88	

Source: Data Processed 2016

**Figure 2. Data Plotting of Service Quality Attributes**

Source: Data Processed 2016

In the Figure 2. the number of ATM, the uptime of the ATM, the initiatives of the ATM staff to help the customers, the secure location of the ATM, and the presence of security in the ATM that is located in a risky place are located in Quadrant I. this means that those attributes are perceived to be very important to the customers but the performance levels are assessed lower.

The behavior of the ATM staff toward the customers is located in Quadrant II. Attributes that located in Quadrant II means that it has a high importance to the customer and the company also achieves high performance according to the customer. The next quadrant is Quadrant III and the attributes that located in this quadrant are the ATM staff response on the customer's problem. Attributes located in this quadrant have a low importance to the customers and the company also has low performance in those attributes. The last quadrant is Quadrant IV and there are two attributes that are located in this quadrant. Those two attributes are the cleanliness and comfort of the ATM and user friendliness of the ATM.

Discussion

The result of this research shows the importance of service quality. It is similar with the previous research by Moha and Loindong (2016) and Haryanto (2013) which found that service quality has a big influence to the customer satisfaction. Service quality itself is divided by several attributes and need to be closely examined so that the company can choose which attributes of service quality is the most important to the customer and how is the company performance in that attributes.

There are five attributes that are located in Quadrant I. The number of ATMs, which are the first attribute, being very important because it is closely related to the easiness of the customers to find and use the ATM. The second attributes located in quadrant I are the uptime of the ATM. It is perceived to be very important to the customers because the ATM is not helping if most of the time the customers find it not functioning. The third attributes located in the quadrant I are the initiatives of the ATM staff to help the customers. These attributes are considered to be important because the customers think that if the staff has the initiatives to help the customers, it means that the staffs in the ATM cares about the customers and are willing to help them. The next attributes located in quadrant I are the secure location of the ATM and the presence of the security in the ATM located in risky places. The customers think that these attributes are very important because they are related with security issues and using ATM services means that most of the customers will deal with money, and it can attract other people to make use of the security issues that the ATM has. This result is also similar with the previous research of Idris (2014) which found that the security issue is the most sensitive things to the customer.

The behavior of the ATM staff is the only attribute located in Quadrant II. It means that how the ATM staffs (security, cleaning services, and people that maintain the ATM) behave is very important to the customers. The customers want the ATM staffs to be polite and respectful to the customers. The assessed performance of this attributes shows that the performance of this attributes is high and it means that the customers finds that the ATM staff already has a good behavior and is polite and respectful toward the customers.

The ATM staff response on the customer's problem also is the only one attributes that is in Quadrant III. The customers find that the staffs response on the customer's problem to be of low importance to them. It is mainly caused by the belief of the customers that most of the staffs in the ATM are not able to help their problem and the customer still need to come to the BNI office and solve the problem there. The problem that occurred in the ATM that the staffs can help is considered a minor problem and is not really important to the customers. The cleanliness and comfort of the ATM a few among the attributes that located in Quadrant IV. The customers think that ATM that is clean and comfortable is not really important to them. This is because the cleanliness and comfort of an ATM are not useful if the functionality of the ATM itself is poor. The next attribute that located in this quadrant is the user friendliness of the ATM. The research shows that these attributes are considered not too important according to the customers. Many people that use ATM are already considered to be knowledgeable enough to operate the machine, furthermore the basic languages provided in the machine are already in two languages which are Indonesian and English.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusions drawn from this research are as follows:

1. There are 6 attributes that the customer think is very important for them, which are: the number of ATMs, the uptime of ATM, the initiatives of the ATM staff to help the customer, the secure location of ATM, the presence of security and the behavior of ATM staff. Out of these 6 attributes, only the behavior of the ATM staff that is already has a high performance while the other still need improvements and most of the attributes is related to the security issues.
2. There are 3 attributes that the customer finds to be not very important, which are: the ATM staff response to the problem, the cleanliness of ATM, and the user-friendliness of the ATM machine.

These shows that overall the service quality level of BNI Manado ATM still not reach a satisfactory level. The majority of attributes in the research has a low scores in terms of the company performance while some attributes that has high performance do not considered to be important by the customers

Recommendation

By looking in the discussion and the result of the research, some recommendation has been made as listed below:

1. BNI need to improve the security and functionality aspects of the ATM which is consists of: the uptime of ATM, the number of ATM, the secure location, the presence of security, and the initiatives to help from the staff. In these 2 important aspects the customer does not find that the performance of BNI meets their expectation.
2. BNI should decrease the resources and focus on the attributes that the customers think do not very important and allocate it to attributes that is more important, which are the attributes in the functionality and security aspect.

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